



Colorado State Parks

PROFILE OF TOURISM AND THE OUTDOORS

*A Report on the Proceedings
of the North Front Range
Colorado Outdoor Recreation
and Tourism Partnerships Forum*

Featuring collaborative partnership strategies to sustain
Colorado's world class outdoors heritage.

July 2004



NORTH FRONT RANGE
Larimer County, Weld County and the
City of Longmont

Acknowledgments

This document is the result of the diligent work of many people. Project Coordinators, Tom Easley and Wendy Newman, were the consultants responsible for organizing Forum meetings and were the principal researchers and authors. Dean Winstanley was the Project Manager for Colorado State Parks, with guidance from Lyle Lavery, Director, and Gary Thorson, Director of Marketing. The project was funded through a Land and Water Conservation Fund grant awarded to Colorado State Parks from the National Park Service. Rob Billerbeck and Brandi Rank of the State Parks GIS Department deserve many accolades for their hard work and patience. Additional thanks goes to Don Bruns at the Bureau of Land Management for his guidance.

Regional Forum Participants

Sincere appreciation is extended to the Forum participants for their efforts, guidance and expertise on this project. Special recognition is due to Core Group Participants (indicated by bold face type), who provided valuable guidance on collaborative opportunities and key regional contacts.

Local Governments:

Kathy Rennels, Larimer County Commission; **Gary Buffington** and Dan Rieves, Larimer County Parks & Open Lands; Randy Repola, Town of Estes Park; **Gary Havener** and Keven Aggers, Loveland Parks, Recreation and Natural Areas; **Don Bessler**, City of Longmont; **Stan Gengler**, Estes Valley Recreation & Park District; **Marty Heffernan** and Craig Foreman, Ft. Collins Parks & Recreation; Sharon Falcone and **Bridget Dalrymple**, Town of Firestone; **Karen Scopel**, City of Greeley Planning Dept./Poudre River Trail; Tom Welch, Greeley Island Grove Regional Park; **Michelle Katryniuk**, Weld County Planning

State Agencies:

Myron Hora, Department of Transportation; **Dave Giger**, State Parks; Jim Goodyear and Dave Clarkson, Division of Wildlife; **Don Sandoval**, Department of Local Affairs

Federal Agencies:

Roger Tarum, Jim Cuthbertson, **Paul Cruz** and John Bustos, Arapaho & Roosevelt National Forests; **Kyle Patterson**, Jeff Heywood and Susan Boyle, National Park Service

Non-profits:

Diane Gansauer, Great Outdoors Colorado; Nicole Stelzer, Northern Colorado Water Conservancy District; Rick Brady, Poudre Heritage Area; Paul Fromme, Rocky Mountain Flycasters/Trout Unlimited; Silja Knoll, High Plains Environmental Center; Rene Waters, Colorado Off Highway Vehicle Coalition; Ken Nichols, Educo Adventure School

Tourism:

Rich Harter, Fort Collins Convention & Visitors Bureau; **Tom Pickering**, Town of Estes Park; Sarah MacQuiddy, Greeley Convention and Visitors Bureau; **Kathy Palmeri**, Yogi Bear's Jellystone Park of Estes; Sandy Elliot, Centennial Travelers

Businesses:

Amy Brannan and Brian Walsh, REI; Bill Van Eron and Dave Perry, Confluence Communications

Table of Contents

Summary	1
North Front Range Recreation and Tourism Partnerships Map	3
Background	4
Outcomes	6
North Front Range Colorado Priorities for Collaborative Projects	7
<i>Recreation Facilities, Land Conservation and Infrastructure</i>	7
Regional Trail Network	7
Open Space Protection	8
Regional Park Development	8
Water Recreation	9
Transit Systems	8
Additional Projects	10
<i>Public Information and Marketing</i>	10
One-stop Shopping for Public Info and Publications	10
Coordinated Marketing Strategies	10
Heritage Tourism and Interpretation Development	11
<i>Framework for On-Going Partnerships</i>	11
North Front Range Colorado Region Profile	12
<i>Physiographic Description</i>	12
<i>Major Recreation Attractions</i>	12
<i>Local Profile</i>	13
<i>Population and Demographic Characteristics</i>	14
<i>Economic Profile</i>	15
<i>Regional Tourism and Visitor Recreation</i>	18
<i>Public Engagement in Stewardship</i>	22
Volunteerism	22
Youth Corps	22
Interpretation and Environmental Education	23
<i>Grant Allocations</i>	23
<i>Local Government Issues and Needs</i>	24
<i>Pre-Forum Participant Questionnaire</i>	27
Regional Forum Contact List	29

COLORADO'S NORTH FRONT RANGE PROFILE OF TOURISM AND THE OUTDOORS

Summary

During March-June, 2004, **Colorado State Parks** convened a diverse range of stakeholders from Colorado's North Front Range to examine the current status of our outdoors resources and to identify strategies to sustain the region's reputation for top quality outdoors experiences amidst spectacular landscapes.

Engaged in the process were community leaders, outdoor retailers, tourism industry experts, non-profit organization executives, as well as experts from the range of local, state and federal agencies charged with managing the public lands that host outdoors enthusiasts. Based on an assessment of communities with common interests, **the region was defined as Larimer and Weld Counties, but also Longmont** due to their connections to other communities along the St. Vrain River drainage.



Colorado State Parks convened the North Front Range Outdoor Recreation and Tourism Partnerships Forum as a pilot project to implement a new statewide strategy for sustaining the special outdoor recreation resources for which Colorado is world renowned. Prepared in consultation with a multi-interest Steering Group, this 2003 report is entitled "*Colorado's Outdoor Recreation Future – Strategies for Colorado's Outdoors Heritage.*" The report's primary recommendation is to convene regional forums focusing on collaborative partnership strategies to meet the ever-growing public demand for quality outdoors experiences.

Already, North Front Range tourism businesses, public land agencies, and community leaders are devoting considerable talent and energy to successful partnerships designed to deliver the outdoors adventures that people value. For example:

- Rocky Mountain National Park, along with the host communities that serve as gateways to the park, attracts over 3.2 million visitors each year.
- Nearly ½ million people enjoy the region's state parks, generating \$9.46 million in annual direct expenditures in the region. Millions more visit the Arapaho & Roosevelt National Forests and the Pawnee National Grassland.
- Greeley's Independence Stampede, the world's largest Fourth of July Rodeo and Western Celebration, attracts over 400,000 people each year.
- The region's largest communities (Fort Collins, Greeley, Loveland, Longmont and Estes Park) are known for their parks and trail networks that provide the close to home recreation opportunities that residents value.
- Congress designated the Cache la Poudre River Corridor National Heritage Area in recognition of the region's outstanding cultural heritage, centered on a long history of carefully developed water resources.
- Over 67,500 people stop annually at the Colorado Welcome Center in Fort Collins, where they learn about the region's wealth of outdoors and cultural resources.

In the North Front Range, a thriving tourism industry closely tied to the region's unique outdoors appeal is critical to the regional economy. According to the Center for Business and Economic Forecasting, Inc., tourism provided at least 13,000 jobs in the region during 2001. Outdoors based tourism accounts for about 2/3 of these jobs. Dean Runyan and Associates estimate state and local taxes totaling \$122 million were generated by travel and tourism in 2000.

Yet the North Front Range is one of the fastest growing regions in Colorado, straining the capacity of the region's outdoors infrastructure. From 1990-2002, the region's population grew by 46% from about 318,000 to over 465,000 people. And from 2002 to 2015, the State Demographer projects another 39% increase to about 648,000 residents.

Faced with this continuing rapid population growth and constrained public agency budgets, Colorado State Parks believes that we must do even more to pursue collaborative strategies that will:

- *Satisfy the ever-growing public demand for quality recreation experiences;*
- *Meet our responsibility to conserve our world class outdoors and cultural resources.*

The North Front Range Outdoor Recreation and Tourism Partnerships Forum is based on the recognition that the best way to pursue these goals is to convene the people who know the resources best - regional leaders among businesses, municipal and county governments, non-profit organizations, and local, state and federal agencies.

During two meetings of the Forum in April and May, 2004, about 40 regional leaders examined:

- Facts and figures gathered from polls and studies about public recreation preferences;
- Outstanding examples of collaborative partnerships already in place; and
- New strategies to build partnerships that better deliver the outdoors adventures that residents and visitors value.

The Forum's Priority Outdoor Recreation and Tourism Partnerships

Forum discussions centered on identifying priority projects that would best meet the twin goals of delivering the outdoors experiences that people value while sustaining the outdoors and cultural resources that they find so attractive. Those priorities are spread among two categories:

① Recreation Facilities, Land Conservation and Infrastructure Priorities

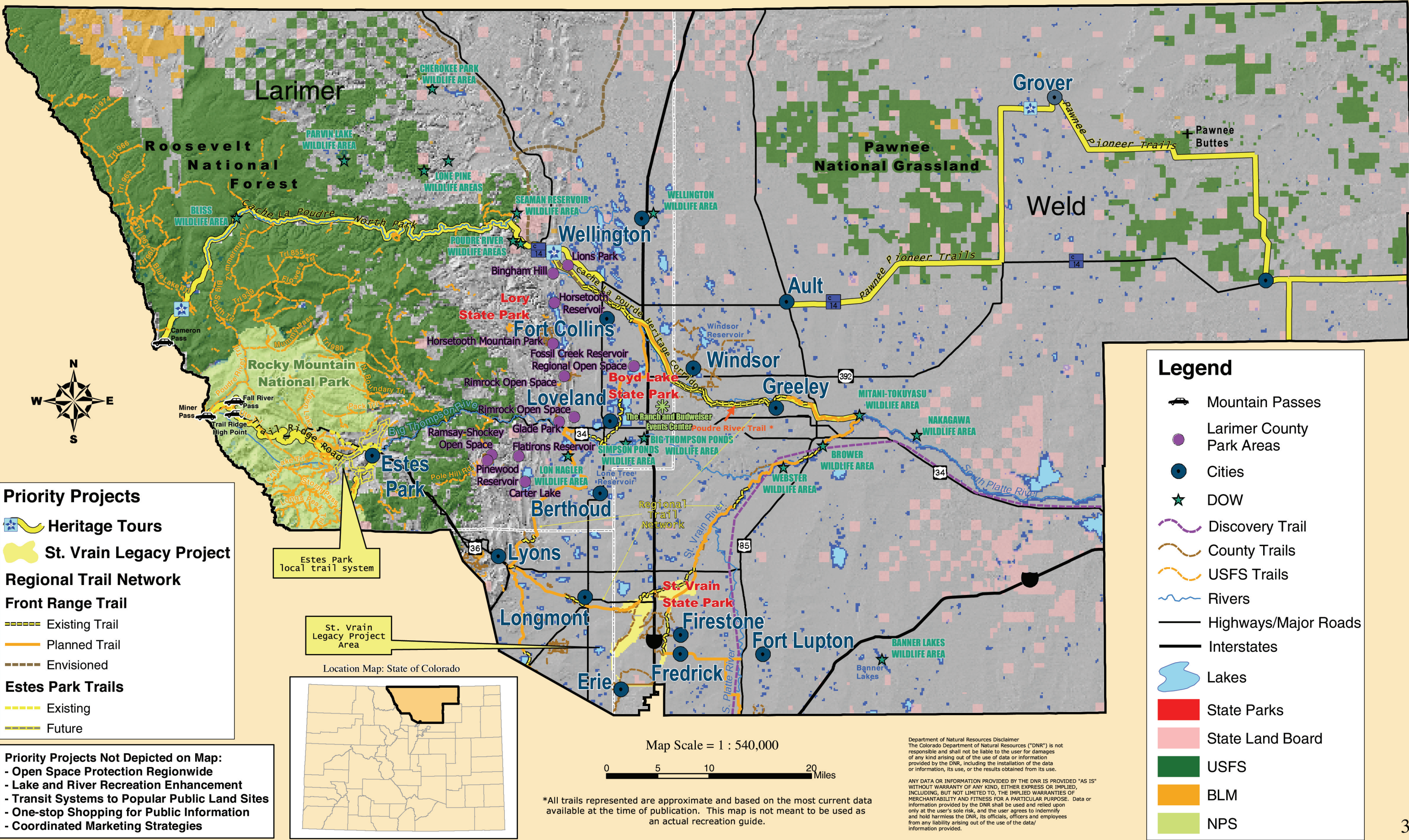
- Regional Trail Network Connections
- Open Space Protection Regionwide
- Regional Park Development, including the St. Vrain Legacy Project
- Lake and River Recreation Enhancement
- Transit Systems to Popular Public Land Sites

② Public Information and Marketing Priorities

- One-stop Shopping for Public Information
- Coordinated Marketing Strategies
- Heritage Tourism Development

In the full report that follows, these projects are described in more detail, as well as background to the forum concept, and key facts about regional outdoors attractions, demographics, public preferences, volunteers and youth engagement, and the impact of tourism on the regional economy.

North Front Range Region: Recreation and Tourism Partnerships



Background - The North Front Range Outdoor Recreation and Tourism Forum

The North Front Range Outdoor Recreation and Tourism Forum is a principal outcome of Colorado State Parks' new statewide strategy for sustaining the very special outdoor recreation resources for which Colorado is world renowned. Prepared in consultation with a multi-interest Steering Committee, this 2003 report is entitled "*Colorado's Outdoor Recreation Future – Strategies for Colorado's Outdoors Heritage*." The report's primary recommendation is to convene regional forums that focus on collaborative partnership strategies for meeting the ever-growing public demand for quality outdoors experiences.

The report is also filled with data and analyses about Colorado's outdoors, public preferences and the nexus of tourism and recreation as a keystone in Colorado's regional economies. Funded through the federal Land and Water Conservation Fund, the report is available on the Colorado State Parks website at www.parks.state.co.us.

The report's recommendations are based on the Steering Committee's ***Vision for Colorado's Outdoor Recreation Future***:

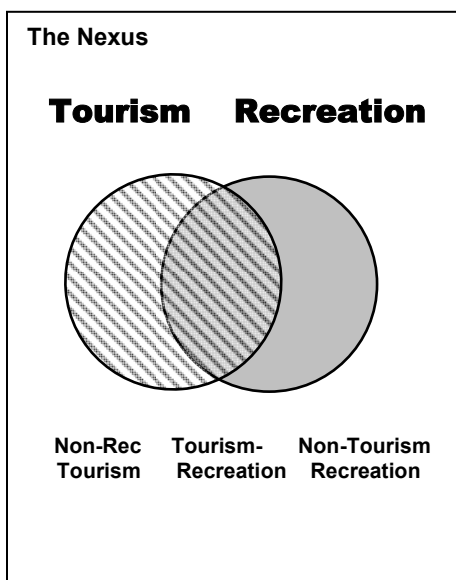
"As Coloradans, our heritage is centered on our connections to the spectacular landscapes that define our state. Yet today, Colorado faces an enormous challenge of satisfying the outdoor recreation demands of a rapidly expanding population, while meeting the responsibility to conserve the special outdoors resources for which Colorado is renowned. Through strategic partnerships, Colorado's diverse resource of public land agencies, business interests and non-profit groups will pursue innovative approaches that will sustain our special outdoors-based quality of life."

The Two Key Themes of Colorado's Outdoor Recreation Future

Two key themes stand out in the statewide strategy envisioned in the report: ***the nexus of tourism and recreation, and the importance of regional collaboration.***

❶ The nexus of tourism and outdoor recreation in Colorado

Colorado's tourism industry, its second-largest industry behind manufacturing, is closely tied to Colorado's unique outdoors appeal. Tourism generates more than \$7 billion a year in spending according to a Longwoods International report commissioned by the **Colorado Tourism Office (CTO)** in the **2003 Colorado Visitor Study**. Furthermore, tourism contributes over \$550 million to state and local tax coffers every year, according to Dean Runyan and Associates.

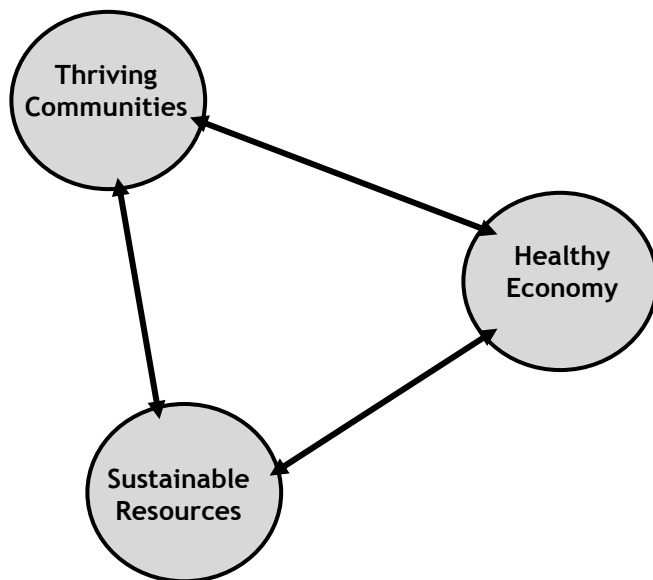


There is a critical linkage between recreation and tourism in Colorado. As depicted in the diagram to the left, a portion of tourism is not directly related to recreation, such as tourism activities associated with conducting business, visiting friends and relatives, travelers passing through on their way to other destinations or casino gambling. Likewise, a portion of recreation is not related to tourism, generally comprised of local residents who are enjoying the outdoors within 50-100 miles of their homes. Yet in the large area depicted by the overlapping circles, Colorado's tourism industry and its public lands managers work with the same resources and attractions and serve the same customers. This nexus makes their functions complementary and customer satisfaction for each dependent on how well industry and public agencies (local, state and federal) work

together as managing partners.

At the same time, the industry and land managers alike must recognize that they strongly affect the service infrastructure, physical and cultural integrity, and the general quality of life of host communities and their residents. To sustain both tourism business investments and the public land resources on which they depend, the tourism industry and land managers have a responsibility to work closely with community leaders to maintain that infrastructure and community identity so important to residents.

The Interconnection



To maintain Colorado's natural market advantage of outstanding outdoors experiences, it is critical to develop strategies that simultaneously:

- *Enable visitors to effectively learn about and then get out and enjoy the full breadth of Colorado's outdoors adventures; and*
- *Sustain the very qualities of our outdoors that visitors find so compelling*

2 A Collaborative Regional Forums Strategy

A key conclusion of the report's *Strategic Issues Steering Committee* was that while many outdoors issues are common to all regions of the state, solutions are best adapted to the specific character of Colorado's distinctive regions and their residents. Accordingly, the group adopted the **report's primary recommendation:**

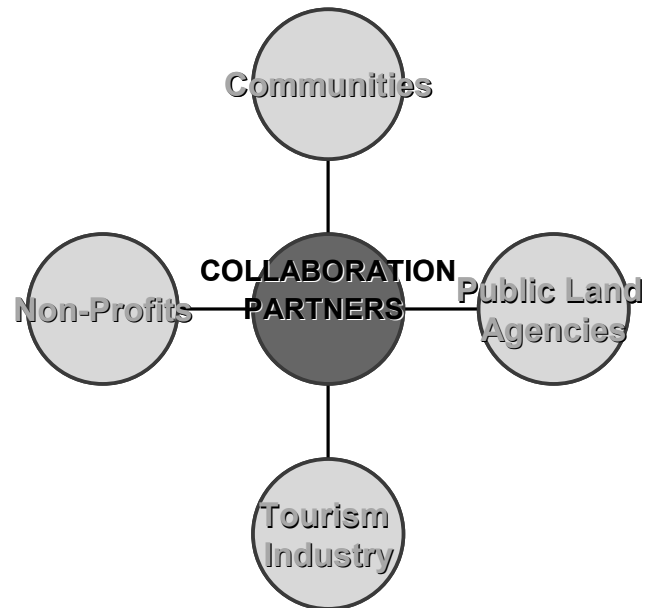
Regional forums should be convened to develop collaborative strategies among communities with common interests, tourism business operators, non-profit organizations, and the public lands managers responsible for delivering the outdoors experiences visitors desire.

Advantages of the regional scale approach:

- *A broad range of recreation diversity* can best be provided from a range of private sector, non-profit, and local, state and federal agency sources.
- The entire *range of recreation site visitors*, from local residents to visitors within and from out of state, can be considered.
- Those local business people, recreation managers, community leaders, non-profits and citizens who are closest to the resource are best qualified to determine *planning and investment needs*.
- *Connectivity* among recreation sites, heritage and cultural sites, communities, and privately and publicly owned open lands can be considered.
- Collaboration leads to *better articulation of agency niches*, identifying gaps in services and conservation sites while discouraging duplication of efforts.

- Commitments of often scarce capital resources can be leveraged through *cooperative investment strategies*.
- An *increase in visitor capacity* can be accommodated by best matching visitor preferences with the recreation sites best suited to meet those needs.
- *Specific management actions* to deliver quality outdoors experiences and to conserve wildlife and its habitat can be better addressed.
- *Community values* and existing public policy frameworks can be better incorporated into planning and decision-making.

Collaboration Partners



Strategic Priorities:

The *Colorado's Outdoors Future* Steering Committee also identified a set of statewide strategic priorities to sustain Colorado's outdoors heritage. The group also recommended that the Regional Outdoor Recreation and Tourism Partnerships Forums should focus on *cooperative approaches* among those strategic priorities:

- *Investments in outdoor recreation facilities and programs* to serve community and visitor needs
- *Land protection strategies*, including acquisitions and stewardship of public lands
- *Infrastructure* to accommodate citizens and visitors - roads, public transportation and safety services
- *Information* for and *marketing* to citizens and visitors
- *Citizen engagement in resource stewardship* through volunteerism, outdoors education and youth corps
- *Heritage tourism* linkages among outdoor recreation and cultural sites

OUTCOMES – NORTH FRONT RANGE FORUM

By way of a National Park Service grant from the Land and Water Conservation Fund, Colorado State Parks convened the North Front Range Forum in March through June, 2004. Invited participants included community leaders, outdoor retailers, tourism industry experts, non-profit organization executives, as well as experts from the range of local, state and federal agencies charged with managing the public lands that host outdoors enthusiasts. A core group of regional professionals from the tourism and recreation fields were asked to identify the group of invited participants.

Through a process of two facilitated meetings, Forum attendees were asked to focus on several **targeted outcomes of the Forum:**

- **Identify high priority projects the region desires to pursue**
- **Establish framework for on-going partnerships**
- **Forum Report**
 - Comprehensive profile of region's outdoors and cultural heritage resources, and tourism's role in the regional economy
 - Features the projects identified by the forum and action strategies to pursue them
 - Vehicle to market projects to decision-makers

North Front Range Priorities for Collaborative Projects

Background - the Priority Setting Process:

One of the primary goals of the North Front Range Outdoor Recreation and Tourism Partnerships Forum was to identify priority projects that best meet public needs across the region (Larimer and Weld Counties, plus Longmont and Lyons.) Projects were identified and prioritized through a two-step process. An initial list was generated by a core group of local recreation, tourism and land conservation experts. At the first full meeting of the Forum, a larger cross-section of representatives was invited to brainstorm additional projects in two categories:

1. Outdoor Recreation Facilities, Land Conservation and Infrastructure
2. Public Information and Marketing

The 30 participants were asked to cast preferences for projects that should be highest priority in the region. At a second meeting of the Forum, attendees identified action strategies for pursuing those priority projects. These action strategies should not be considered a comprehensive list. Instead, they should be regarded as a starting point for on-going collaboration. Summarized below are the results.

❶ Recreation Facilities, Land Conservation and Infrastructure

High Priority Projects

A. Regional Trail Network

Trail projects were clearly the most popular topic for Forum participants. Together, the identified projects comprised a need for an inter-connected system among communities and public lands across the region. Specific projects that generated the most interest included:

- Inter-connected system between Ft. Collins, Greeley, Loveland and Estes Park
- Front Range Trail
- Poudre River Trail
- Estes Valley Trails
- Promote volunteer trail maintenance projects

Action Strategies:

Principal partners: Local, state and federal recreation, planning and transportation departments; local elected officials; trail-focused non-profits and citizens

- *Complete efforts to inventory and map existing and proposed trails and identify gaps where additional planning is needed.*
- *Complete and refine county-wide and cross-county long range trail network plans.*
- *More fully integrate trails into transportation network planning.*
- *Develop multi-jurisdictional trail construction and maintenance standards.*

① Recreation Facilities, Land Conservation and Infrastructure (cont'd)

Action Strategies (cont'd):

- *Clearly define allowable uses of trail segments.*
- *Work responsively with private property owners on targeted corridor acquisitions.*
- *Pursue funding sources.*

Roles for volunteers and youth corps: trail advocacy, construction and maintenance projects.

B. Open Space Protection

The next most popular priority for participants was open space protection, with wide support for protection of the region's scenic vistas and wildlife habitat, particularly along river corridors. Participants especially supported the need for land trusts and local communities to protect lands through conservation easements and through multi-agency partnerships. There was particular concern for areas where rapid development is occurring and for the need to work with developers to set aside open lands and parks.

Action Strategies:

Principal partners: Local, state and federal recreation agencies and planning departments, elected officials, local/regional/national land trusts, agricultural and private land-owners, and citizens

- *Evaluate public preferences for types and locations of open space and to clearly define allowable uses of open space.*
- *Continue to build collaborative planning among municipalities and counties.*
- *Focus efforts on rapidly developing areas.*
- *Work responsively with private property owners on targeted acquisitions.*
- *Feature collaborative partnerships when pursuing funding sources.*
- *In Weld County and municipalities without dedicated open space funding, create marketing and education campaigns to build public support.*

Roles for volunteers and youth corps: open space protection advocacy, construction and maintenance projects.

C. Regional Park Development

Another important priority for Forum participants is to develop additional capacity among regional parks. No one project stood out among preferences, which included a range from regional sports complexes, to additional development of reservoir recreation and the park nodes associated with the St. Vrain Legacy Project. There was also significant support for an inter-connected regional fee system among county, state and national parks.

Action Strategies:

Principal partners: Local government and state recreation agencies, elected officials, self-directed athletic groups and teams, private sector investors, and citizens

- *Carefully assess needs, mindful of the desirability of providing unique experiences.*
- *Locate and plan projects to be multi-purpose in order to solidify broad partnerships.*
- *Develop partnerships among local governments to pursue joint planning, funding and construction.*
- *Involve private sector investors.*

Roles for volunteers and youth corps: project advocacy, construction assistance.

① ***Recreation Facilities, Land Conservation and Infrastructure (cont'd)***

D. Water Recreation

Forum participants also rated as important the need to adopt strategies to enhance water-based recreation, particularly to manage waters to sustain river flows and reservoir levels. More specific projects included combination river access and public park development, and additional camping and picnicking development around the region's reservoirs.

Action Strategies:

Principal partners: Local government and state recreation agencies, elected officials, water districts and ditch companies, private sector investors, water rights owners, river outfitters and citizens

- *Pursue water management policies that encourage multiple uses of water among municipal, industrial, recreational and agricultural water rights holders.*
- *Develop a targeted river access acquisition plan and pursue funding sources. Involve private interests such as outfitters.*
- *Increase capacity to enforce private property access restrictions.*
- *Acquire surface rights to enhance water levels.*
- *Plan for recreational uses and recreation managers at two proposed reservoirs: Glade and Chimney Hollow Reservoirs.*

Roles for volunteers and youth corps: Not discussed, but significant potential exists for volunteer and youth corps.

E. Transit Systems

Participants also expressed a need to develop public transportation systems among the regions many outdoor attractions, particularly along the Poudre and Big Thompson River canyons in order to access Rocky Mountain National Park and national forest lands.

Action Strategies:

Principal partners: Local, state and federal recreation, planning and transportation departments; local elected officials; private sector investors; non-profit recreation organizations and citizens

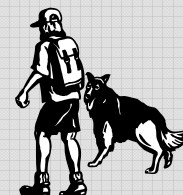
- *Develop plans and financing through involvement in regional and state transportation planning processes.*
- *Consider phased approaches in order to make financing more feasible.*
- *Work with private investors such as tour companies.*
- *Integrate state of the art technology into planning and implementing infrastructure upgrades.*
- *Consider policies that limit vehicular access such as parking capacity limits and/or fees.*

Roles for volunteers and youth corps: Not discussed, but significant potential exists for volunteer and youth corps.

Additional Projects:

Additional projects that Forum participants identified as important included:

- Coordinated development of environmental learning centers at the Welcome Center and the Poudre Learning Center
- Shooting ranges close to population centers



② Public Information and Marketing

High Priority Projects

A. One-stop Shopping for Public Information and Publications

The most popular choices for Forum participants focused on “one-stop shopping” to facilitate access to public information for residents and visitors. Among the most often suggested specific ways to integrate information about outdoor recreations sites and programs among communities, recreation agencies and businesses were:

- Centralized website
- Information kiosks at government offices, businesses, visitor centers, and convention and visitors bureaus
- Regional publications and brochures
- Information grouped by activity rather than by agency

Action Strategies:

Principal partners: *Local, state and federal recreation agencies; tourism industry professionals; private enterprises; Welcome Center; convention and visitors bureaus; chambers of commerce; non-profit recreation organizations and citizens*

- *Inventory and catalogue existing resources.*
- *Focus on map and trip oriented approaches to organizing information.*
- *Generate materials and identify equipment that can be generically distributed among a range of outlets. Consider “branding” options to develop marketing appeal.*
- *Develop clear specifications for desired products.*
- *Organize strategic partnerships to pursue joint projects and funding. Develop a transition team to provide continuity to programs and projects.*

Roles for volunteers and youth corps: *train and recruit volunteers to be knowledgeable resources at visitor centers, information desks and interpretive programs.*

B. Coordinated Marketing Strategies

The next most popular priority for participants consisted of a group of marketing strategies targeted at increased coordination among tourism businesses, chambers of commerce, convention and visitors bureaus, and public agencies. In addition, some target markets and outlets were suggested, including adventure tourism enthusiasts, American Automobile Association, and seniors’ organizations.

Action Strategies:

Principal partners: *Local, state and federal recreation agencies; tourism industry professionals; private enterprises; Welcome Center; convention and visitors bureaus; chambers of commerce; non-profit recreation organizations and citizens*

- *Use market analyses to develop an integrated marketing and communication plan.*
- *Develop consistent messages and branding that can be promoted on a regionwide basis. Use those themes as the basis for targeted advertising nationwide and for Public Service Announcements that focus on economic value of recreation site investments.*
- *Regularly convene the marketing and public information experts from regional businesses, chambers, convention and visitors to coordinate marketing campaigns.*
- *Engage Colorado Tourism Office in marketing strategies, including increased promotion of state and national park sites. Include access to the CTO website.*

Roles for volunteers and youth corps: *none identified*

② **Public Information and Marketing (cont'd)**

C. Heritage Tourism and Interpretation Development

The third most popular priority is the integrated development of interpretive materials and tours in support of the region's substantial heritage tourism resources.

Action Strategies:

Principal partners: Local, state and federal recreation agencies; state and regional historical societies; tourism industry professionals; private enterprises; Welcome Center; convention and visitors bureaus; chambers of commerce; non-profit recreation organizations and citizens

- *Identify the major stakeholders and inventory existing resources. Identify gaps that can be filled with new programs and projects.*
- *Develop a unified regionwide heritage tourism featuring themes and promotion programs that can be shared among public and private outlets.*
- *Develop a regional tour of museums, homestead and historic sites.*
- *Work closely with special regional resources like the Scenic and Historic Byways, Rocky Mountain Nature Association, the Poudre Heritage Area and Learning Center, and the National Association for Interpretation.*
- *Act quickly to acquire funding, including through the Colorado Tourism Office.*
- *Attract private site owner participants such as historic ranch owners through an incentive program.*
- *Develop a recognition program focused on rewarding people for participating in the whole regionwide approach.*

Roles for volunteers and youth corps: volunteers are considered to be the primary means to enact strategies, through community involvement advocacy and by staffing the sites.

Additional Projects:

Other projects that Forum participants identified as important include:

- More outdoor education available in school systems
- Continue and promote Division of Wildlife school programs and watchable wildlife sites
- Consistent signage directing visitors to and among the region's major outdoors sites
- Opportunities for "1st Timer" Camp-outs

Framework for On-going Partnerships

One of the major targeted outcomes of the North Front Range Outdoor Recreation and Tourism Partnerships Forum was to establish a framework to pursue the Priorities and Action Strategies identified by the forum attendees.

The Forum participants expressed recognition of the value of continued collaboration among attendees and agreed to continue the work of the Forum by convening additional meetings. *Two participants volunteered to convene future meetings: Gary Buffington, Director of Larimer County Parks and Open Lands; and Rich Harter, Executive Director of the Fort Collins Convention and Visitors Bureau.* As the original convener of the Forum, Colorado State Parks agreed to continue in a support role for future meetings. Gary Thorson and Dean Winstanley from the Denver Office Marketing and Strategic Planning staff will attend and will be prepared to recommend resources available for the future work of the Forum. Staff from state parks in the region and representatives from the Rocky Mountain Region will continue to attend and actively participate in Forum meetings.

North Front Range Region Profile

From the high plains to the Continental Divide, the North Front Range contains a mixture of scenic landscapes and prosperous cities. The most populated region within Colorado, the Front Range continues to experience rapid growth.

Bordering the western edge of the metropolitan areas, rolling foothills develop into the Front Range of the Rockies. The close proximity to the Rockies enables Northern Front Range residents convenient access to a multitude of recreation opportunities.

Located between the plains and mountains, Ft. Collins, Greeley, Longmont and Loveland are some of the larger cities in the region. While these cities are not typical tourism or outdoor recreation destinations like other Colorado areas, they still serve a growing population with increasing recreation demands.

Ft. Collins, the largest city in the North Front Range, has managed to maintain the essence of a small town despite continued growth. Over 115,000 people have chosen to call Ft. Collins home, and about 20,000 students attend Colorado State University each year. Economically tied to farming and ranching, Ft. Collins was permanently rooted once the Agricultural College of Colorado, now Colorado State University, opened its doors in 1879.

In Weld County, Greeley hosts a population of over 75,000 and is the second largest city in the region. The history of Greeley is one of the main attractants to outsiders, with several well-respected museums. James Michener fans often tour the town to see where the famous writer lived while writing *Centennial*. University of Northern Colorado is located in Greeley, with a well respected performing arts center. The Independence Stampede, the world's largest Fourth of July Rodeo and Western Celebration, attracts over 400,000 people each year.

Numerous other cities in the North Front Range region may be smaller in size and population but still serve as gateways and destinations for recreation and tourism. Estes Park, the gateway to Rocky Mountain National Park, sees over 3 million visitors a year.

Physiographic Description

The Northern Front Range region encompasses several of the predominant natural terrain types in Colorado, including grasslands and prairies, foothills, and high mountain ranges. Ft. Collins is primarily urban, but stretches of the area's natural grasslands vegetation are still visible. Larimer and Weld counties consist of relatively flat terrain, with some gentle hills and bluffs dominated by grasslands vegetation. Shrublands and woodlands occupy small but important ecological niches.

The foothills of the Rockies in the western section of the region are fundamentally grasslands, but the numerous canyons, creeks, and streams in these counties are host to stretches of woodland terrain. These areas are wooded with coniferous forest trees – Ponderosa pine, Douglas fir, and spruce varieties.

Major Recreation Attractions

National Park Lands: Rocky Mountain National Park

USDA Forest Service (USFS) Lands: Roosevelt National Forest, Cache La Poudre Wilderness, Rawah Wilderness, Comanche Peak Wilderness, Neota Wilderness, Pawnee National Grassland

BLM Lands: BLM manages public lands in the northwest corner of Larimer County.

State Parks: Lory, Boyd Lake, St. Vrain

State Wildlife Areas: There are 29 SWAs in the region.

Scenic and Historic Byways: Cache la Poudre – North Park, Trail Ridge Road, Pawnee Pioneer Trails

Cultural and historic sites: Union Colony Civic Center, Centennial Village Museum, Fort Vasquez, The Fort Collins Museum, High Plains Environmental Center, Lincoln Center

Points of Interest and other recreation options: Cache La Poudre Canyon/River, Big Thompson Canyon/River, The Independence Stampede, Horsetooth Reservoir and Mountain Park, New Belgium Brewing Company Tours, Budweiser Tours, The Discovery Trail, The Front Range Trail, Cache La Poudre Heritage Area

Local Profile

Major Communities

The North Front Range region consists of two counties: Larimer and Weld, plus Boulder County's City of Longmont, due to its geographic proximity.

Major towns and cities within these counties include Ft. Collins, Loveland, Estes Park, Greeley and Longmont.

Public Land Totals

County	Total Land Area (Acres)	Total Federal Public Land (Acres)	Total State Land (Acres)	Local Government Public Land (Acres)	Total Public Land (Acres)	Acres of Public Land Per Person
Larimer	1,683,922	791,185	78,776	13,472	883,433	3.5
Weld	2,571,835	207,723	175,164	1,492	384,379	2.1
Region Total	4,255,757	998,908	253,940	14,964	1,267,812	2.9
Colorado Total	66,635,566	24,615,788	3,318,419	279,087	28,213,294	6.5

**Note: Longmont is not included in these figures because numbers were tabulated using county boundaries.
Source: Colorado Dept. of Local Affairs, 2003.*

The region contains nearly three acres of public land per person, about half of the statewide average. Federal lands provide nearly 1,000,000 acres for outdoor recreation, with state lands and local government lands providing a significant amount of lands. Lands managed by local governments often see the most concentrated use because of their proximity to population centers.

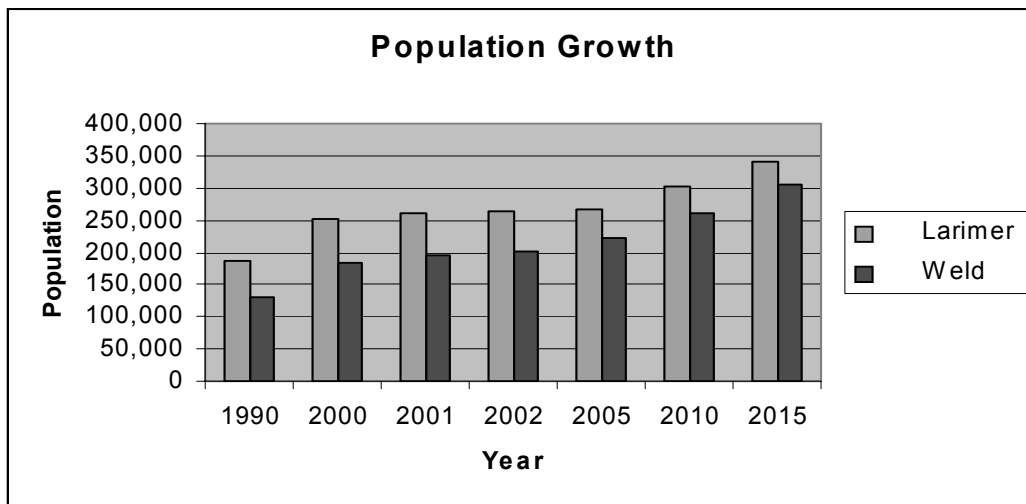
Population and Demographic Characteristics

Population Trends

County	April, 1990	July, 2000	July, 2001	July, 2002	July, 2005	July, 2010	July, 2015	% Change 1990-2015
Larimer	186,136	253,137	259,707	263,113	267,369	303,468	341,210	83%
Weld	131,817	183,561	194,318	202,427	221,072	261,360	306,197	132%
Regional Totals	317,953	436,698	454,025	465,540	488,441	564,828	647,407	104%
Colorado Totals	3,294,473	4,321,023	4,426,825	4,487,055	4,696,441	5,133,885	5,579,762	69%

Source: Colorado Dept. of Local Affairs, Demography Section 2003.

The region has been growing steadily for nearly 15 years, with the trend expected to continue. By 2015, the region will see a 104% population increase, from about 318,000 in 1990 to over 647,000 in 2015.



Source: Colorado Dept. of Local Affairs, Demography Section 2003

Census Data by County

MEDIAN AGE		PERSONS BELOW POVERTY LEVEL		MEDIAN HOUSEHOLD INCOME	
Larimer	33.2	Larimer	9.20%	Larimer	\$48,655
Weld	30.9	Weld	12.50%	Weld	\$42,321
Regional Average	32.05	Regional Average	10.85%	Regional Average	\$45,488
Colorado Average	34.3	Colorado Average	9.3%	Colorado Average	\$47,203

Source: U.S. Census Bureau, Census 2000.

Residents of Larimer and Weld County vary slightly in terms of median age, poverty level and median household income. Residents in Larimer County are closer to the state's median age, with Weld County being about four years younger than the state average. A higher percentage of residents in Weld County are living below the poverty level as compared to Larimer County and the Colorado average. Not surprisingly this is also represented in median household incomes; residents in Larimer earn more than those in Weld.

Ethnicity in the Region

County	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian and Other Pacific Islanders	Some Other Race	Two or More Races	Hispanic or Latino (of any race)	White Alone (Not Hispanic or Latino)
Larimer	91.4	0.7	0.7	1.6	0.1	3.4	2.2	8.3	87.5
Weld	81.7	0.6	0.9	0.8	0.1	13.3	2.7	27	70
Regional Average	86.6	0.7	0.8	1.2	0.1	8.4	2.5	17.7	78.8
Colorado	82.8	3.8	1	2.2	0.1	7.2	2.8	17.1	74.5

Source: US Census Bureau, Census, 2000.



Economic Profile

Economic Profile

Each local economy is run by one or more economic "engines," or industries that are the basis of economic activity by selling goods and services outside the local area. For example, manufacturing firms export their products to other

areas in the nation and the world bringing in outside dollars and supporting jobs in the local economy. Because the base industry is ultimately responsible for generating these local jobs, employment in the support firms is generally captured within the manufacturing industry totals. Throughout these economic profiles, employment and income are categorized by the underlying base industry. The base industries include: Agribusiness, Mining, Manufacturing, Regional Center/National Service, Tourism, and Government.

In addition to these base industries, there are three other categories – two involve households

Travel-Related Tax Revenues for 2000

	Local Taxes (\$M)	State Taxes (\$M)	Total Tax Revenues (\$M)	% Travel Related Local Taxes of Total Local Taxes
Larimer	8.25	12.77	81.91	10.1%
Weld	2.74	5.25	40.09	6.8%
<i>Region Totals</i>	10.99	18.02	122.00	9%
<i>Colorado Totals</i>	273.08	277	1787.24	15%

Source: Dean Runyan and Assoc., *The Economic Impact of Travel on Colorado, 2000*

local area. This is not “basic” – it is part of the multiplier effect. These jobs are shown separately because they could not be allocated to their respective base industry. Finally, there is a category called “Firms Supporting Multiple Industries.” Jobs and income generated from this economic activity are also part of the basic industries as described above, but could not be tied to a specific base industry.

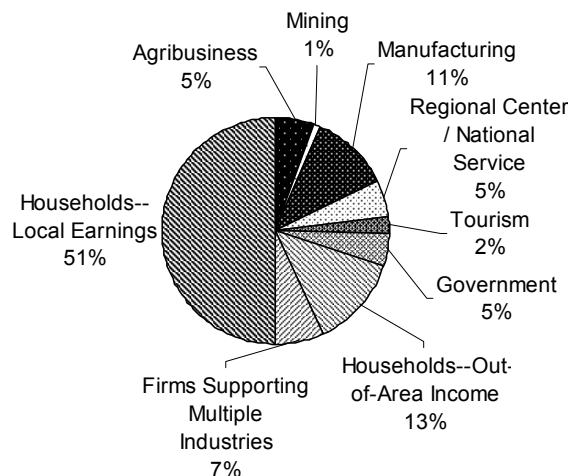
Cost of living indexes provide a relative measure of affordability. County-specific indexes are shown and can be compared with the Colorado average index of 1.00.

Overall, the economy of the northern Front Range is very balanced relying on many industries. With the exception of mining and the spending of out-of-area income, employment generated by

and the last is a balance of unspecified industries. Employment generated by household spending is classified in two ways. First, income that is received from pension payments, dividends, welfare, and other income that originates outside the local area is classified as “basic” – just like tourism. The second classification is employment generated from spending income that is earned within the

industries ranges from 4% to 7%. At 4%, tourism provides at least 13,000 jobs in Larimer and Weld Counties.

Income Shares by Major Industry & Household Groups, 2001



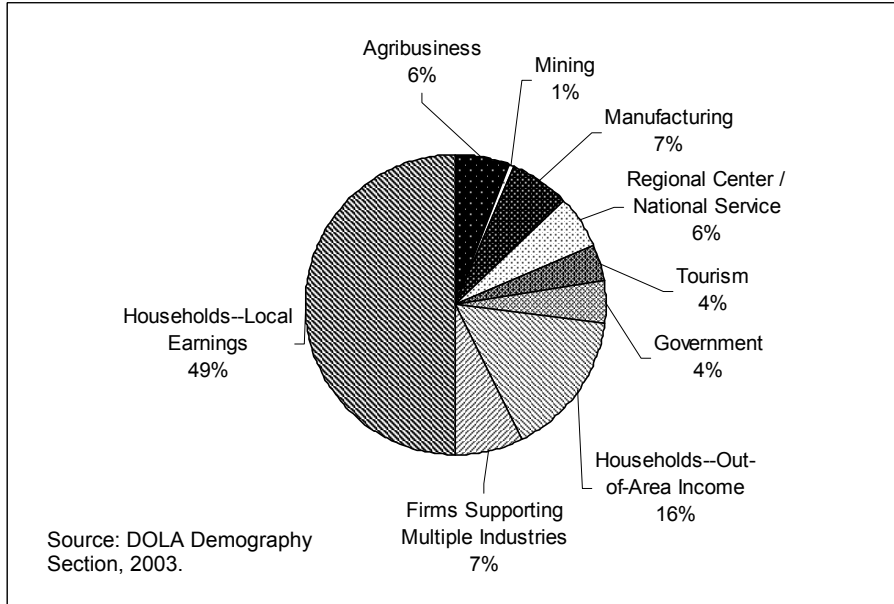
Source: DOLA, Demography Section, 2003.

While income generated by basic industry is very similar to job generation, manufacturing grabs a much larger share of the pie. Eleven percent of area income is attributed to manufacturing, but only 7% of employment. The tourism share shrinks to 2% of area income.

The cost of living in the northern Front Range is very close to the statewide average.

Median household income in Weld County is about 90% of the Colorado average, while Larimer County shows such incomes to be 103% of the Colorado average.

North Front Range Employment Shares by Major Industry & Household Groups, 2001



Economic Profile of Tourism

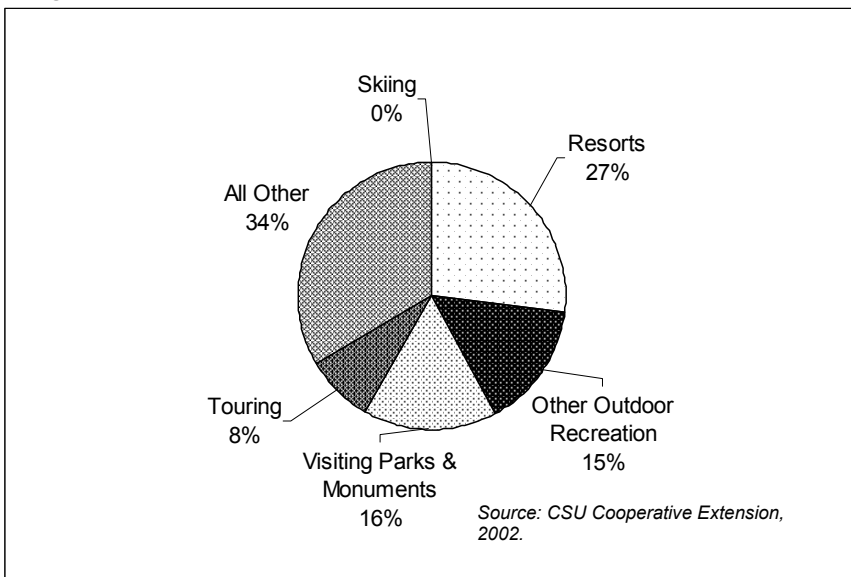
Tourism accounts for approximately 6% of all jobs in the region, compared to 8% statewide. Nearly 13,000 jobs in the North Front Range are directly linked to tourism, with the majority generated by resorts.

Tourism Employment in 1999

County	Skiing	Resorts	Outdoor Recreation			Parks & Monuments	Touring	Special Events	City Trips	Business Trips	Casinos	Friends & Relatives	Total Tourism	All Sectors
			Summer	Fall	Winter									
Larimer	0	3,187	731	310	76	2,104	915	443	260	1,127	0	617	10,067	141,227
Weld	0	297	422	288	138	0	155	473	65	543	0	421	2,856	84,070
Region	0	3,484	1,153	598	214	2,104	1,070	915	324	1,670	0	1,038	12,923	225,297
Colorado	59,320	41,148	36,090	18,863	2,863	25,252	43,037	38,916	35,555	56,476	12,664	42,302	425,905	5,253,623

Source: Center for Business and Economic Forecasting, Inc., 2001.

North Front Range Employment Shares Generated by Tourism and Travel Categories, 1999

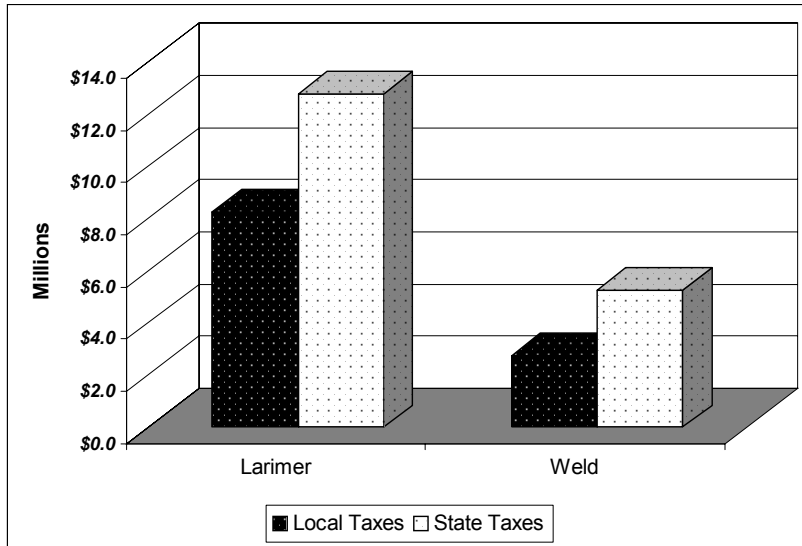


Tourism in Larimer and Weld Counties is strongly influenced by Rocky Mountain National Park. Resorts, primarily in the gateway community of Estes Park, account for 27% of tourism-based employment.

Combining these resorts with other outdoor recreation

categories means that outdoor based tourism accounts for 66% of all tourism jobs. The remaining tourism jobs in this sub-region are likely attributed to activities in the metropolitan areas of Ft. Collins and Greeley.

North Front Range State and Local Taxes Generated by Tourism & Travel, 2000



Source: Dean Runyan and Assoc., 2001

Total taxes generated by travel and tourism in the area totals \$122 million. Tax revenues are widely varied between these two counties. Larimer County collected about four times more in local tourism-based taxes than Weld County. These amounted to about 10% of total tax receipts in Larimer County and 7% in Weld County.

According to a PricewaterhouseCoopers Market Assessment Study in 2003, visitors to the three state parks in the region annually contributed about \$9.5 million in direct

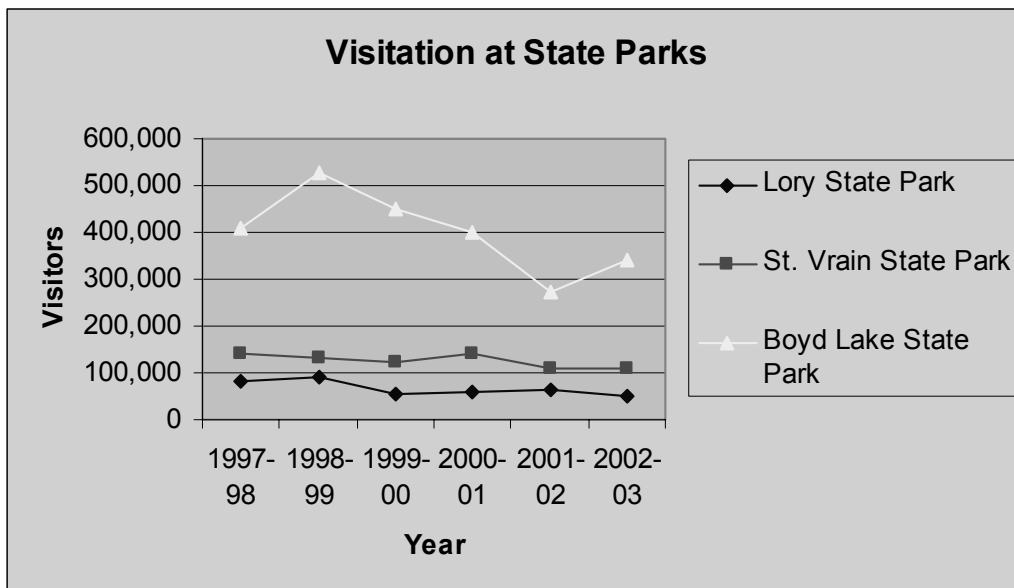
expenditures to the local economy. This estimate is based on visitor surveys at Lory, Boyd Lake and St. Vrain State Parks, and includes expenditures within 50 miles of the parks on food and beverages, entertainment, lodging, fuel and supplies.

Heritage tourism is a significant contributor to the regional economy, also, The Cache la Poudre National Heritage Area, and the regions' three Scenic and Historic Byways (Pawnee Pioneer Trail, Trail Ridge Road and Cache la Poudre-North Park) anchor travel to sites and activities that represent authentic slices of people and the past. According to the National Trust for Historic Preservation, heritage tourism is growing at more than twice the 5.6% annual growth rate of travel nationally. Heritage travelers spend an average of \$623 per trip per person, compared with \$457 for all U.S. travelers.

Regional Tourism and Visitor Recreation

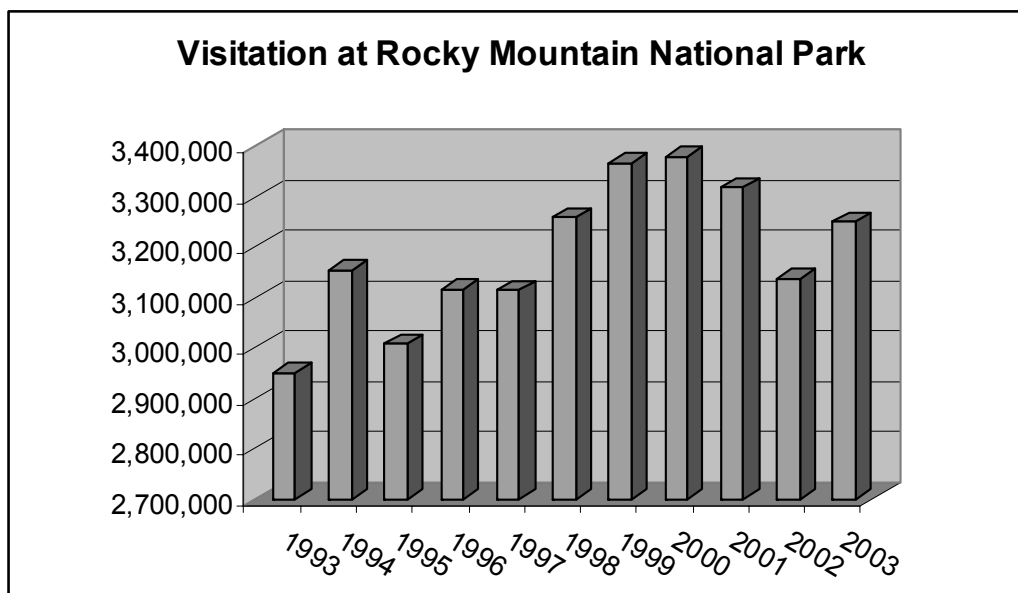
Visitation Data

Year	Lory State Park	St. Vrain State Park	Boyd Lake State Park	Rocky Mountain National Park	Arapaho NF
1992-93				2,950,867	
1993-94				3,153,695	
1994-95				3,008,446	
1995-96				3,115,785	
1996-97				3,113,523	
1997-98	80,957	140,990	407,919	3,258,921	
1998-99	89,037	132,109	528,467	3,366,253	
1999-00	55,679	124,379	451,610	3,379,644	
2000-01	60,083	139,262	399,256	3,318,309	
2001-02	64,477	108,579	272,776	3,138,066	
2002-03	50,624	106,942	341,366	3,249,444	7,824,097



Source: Colorado State Parks, 2003.

Visitation numbers at the three state parks and Rocky Mountain National Park demonstrate variances in visitation. Both agencies appear to have experienced a decline in visitors in 2001 and particularly 2002. This may be due to a change in people's travel plans after September 11th, a stressed economy, a decrease in Colorado marketing, a four-year drought and wildfires across the state.



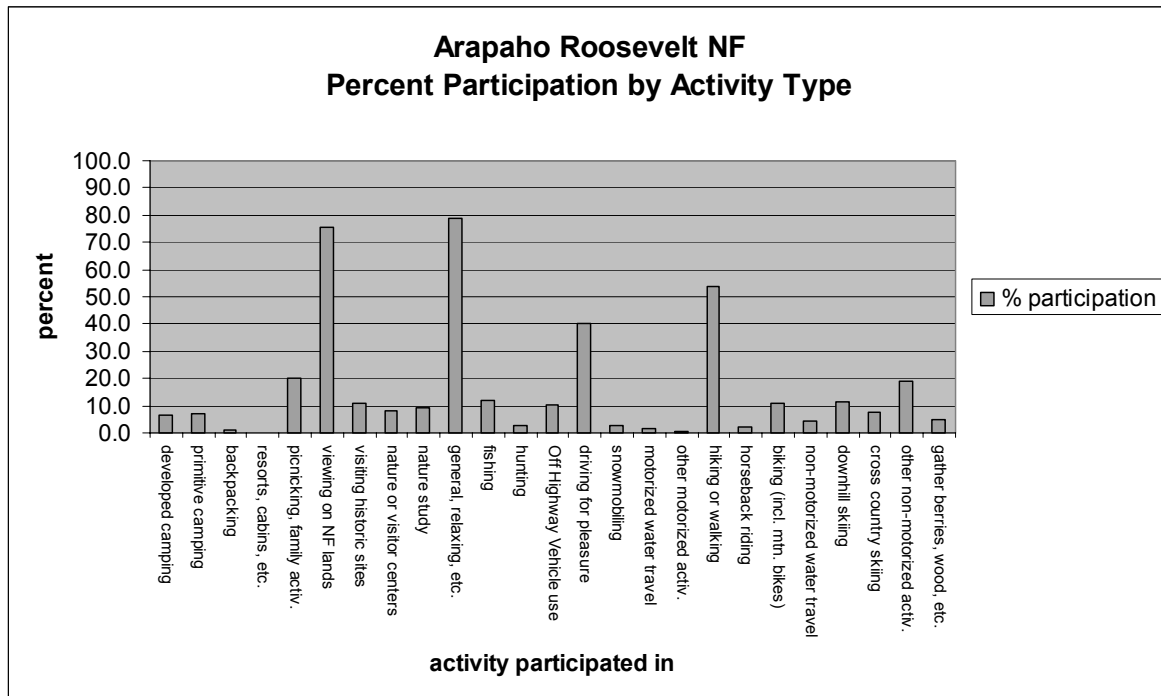
Source: National Park Service, 2004.

Tourist and Resident Preferences

Preferences on USFS Lands

People recreating at the Arapaho and Roosevelt National Forests are primarily seeking to relax. Viewing nature, wildlife and scenery is the second most popular reason people visit these forests. Hiking, walking and driving for pleasure are also very popular activities.

Participation in Activities at Arapaho and Roosevelt NFs



Source: USFS, 2004.

State Parks Market Assessment Study

Information provided in this section is gathered from the 2003 Colorado State Parks Market Assessment Study conducted by PricewaterhouseCoopers ("PwC"). To download the complete report, visit www.parks.state.co.us. Of the 1,613 respondents surveyed, 91 reside in the North Front Range.

North Front Range residents are nearly evenly divided between wilderness-type settings and large, well-developed parks as their favorite outdoor destination. This dichotomy is consistent with years of statewide polling by others.

First-choice Outdoor Recreation Destinations

Destination	% of respondents statewide	% of respondents North Front Range Region
Wilderness areas with little or no development	29	32
Large parks with a wide range of camping, trails, boating and fishing	27	31
Forests and lakes with limited trails, camping, boating and fishing	21	17
Rivers with boating and fishing	16	15
Community trails and community parks with ball fields and recreation centers	8	6

(N = 1613)

(N = 91)

Participation in Outdoor Recreation Activities in the Last 12 Months

Activity	% of respondents statewide	% of respondents Front Range region
Picnicking	82	79
Trail recreation (hiking, biking, etc)	74	77
Water recreation (swimming, sailing, etc)	61	66
Tent camping	59	58
Fishing	53	45
Visiting historical sites	62	68
Motorized water recreation	29	25
RV/car camping	37	33
Bird/wildlife watching	52	54
Hunting	20	15
Winter sports (skiing, snowboarding, etc)	36	39
Ball sports (golf, baseball, tennis)	44	47
Motorized trail recreation	31	15
Motorized winter sports	16	5

(N = 1613)

(N = 91)

North Front Range residents enjoy a range of outdoor recreation activities and are clearly very active. Picnicking and trail recreation are the most popular activities in the North Front Range and across Colorado. Water sports and visiting historical sites also rank highly.

Recommendations from friends and family are highly valued when selecting outdoors adventures. Newspapers and television are the second and third most common sources of information. The internet is a very important resource, with 45% of North Front Range residents logging on to websites for more information. Most people utilize a combination of information sources.

When asked what would make them visit state parks more frequently, people most often responded “smaller crowds,” which highlights the difficulties in meeting the recreation demands of an increasing population.

Information Source Used When Planning Recreation Activities

source	% of respondents statewide	% of respondents Front Range region
Recommendation from friends/family	87	87
Newspapers	62	64
Television	43	44
Internet	40	45
Radio ads	37	36
Entertainment magazines	20	20
Billboards	18	18

(N = 1613)

(N = 91)



Increased Visitation Based on Proposed Features

feature	% of respondents statewide	% of respondents Front Range region
Smaller crowds	83	87
More backcountry parks with minimal development	70	69
Better quality facilities	70	67
More trail opportunities	67	70
Greater range of recreational options	60	54
More education programs	57	58
More advertising	55	58
Theme parks	35	28
Lodges/conference centers	34	30
Golf courses	19	21

(N = 1613)

(N = 91)

Public Engagement in Stewardship

Volunteerism

Volunteers at State Parks in 2002

Volunteers are an enormous and growing asset to Colorado's public lands in the North Front Range.

State Park	# of Volunteer Hours	# of Volunteers
Boyd Lake	1,683	194
Lory	1,210	150
St. Vrain	4,592	60
Region Total	7,485	404

Of the 30 agencies in the North Front

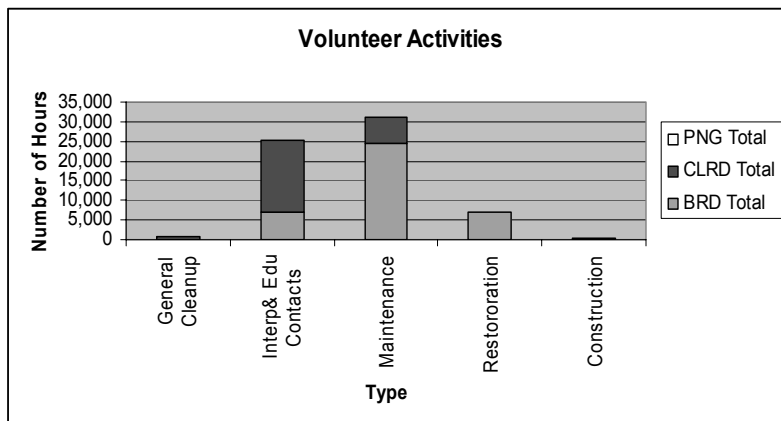
Source: Colorado State Parks, 2004.

Range responding to the Local Government Survey conducted by Colorado State Parks, six local governments rely on volunteers to provide visitor services and 12 use volunteers for maintenance or construction work. Combined, these volunteers contribute nearly 26,000 hours of service to local governments in the North Front Range.

Volunteers for Outdoor Colorado (VOC) volunteers contributed 3,929 volunteer days in 2003 across Colorado, a 1936% increase from the 193 volunteer days in 1984.

At the three state parks in the North Front Range, over 400 volunteers contributed nearly 7,500 hours in 2002 completing a wide range of services: clerical, maintenance, graphic design and park hosts. All three parks are aiming to increase the use of volunteers in the coming years.

Volunteer Activities at Roosevelt National Forest in 2002



Source: USFS, 2004.

In the Roosevelt National Forest, the majority of volunteer hours relate to interpretation and education and maintenance duties. Across all five categories, volunteers contributed over 64,000 hours in 2002.





Volunteer Hours at Roosevelt National Forest in 2002

	Volunteer Hours	Number of Volunteers
Boulder Ranger District (BRD)	38,840	475
Canyon Lakes Ranger District (CLRD)	25,467	683
Pawnee Natl Grassland (PNG)	404	7
Total for Roosevelt NF	64,711	1,165

Source: USFS 2004

Youth Corps

Youth corps are a critical component of maintaining Colorado's outstanding outdoors heritage in a state with increasing budget constraints and an expanding population. Across the state and in the North Front Range, youth corps are helping agencies provide the quality outdoors experience residents and visitors desire.

-  Colorado Youth Corps Association engages youth in lifelong outdoors learning experiences while accomplishing significant construction and maintenance services. A broad range of agencies contract with Colorado youth corps for conservation projects, including community parks and recreation agencies, Colorado State Parks, Division of Wildlife, National Park Service, USDA Forest Service, Continental Divide Trail Alliance, Colorado Fourteeners Initiative, Colorado Off-Highway Vehicle Coalition, and numerous land trusts.
-  Since 1997, the number of youth employed through the Colorado Youth Corps Association and its network of independent community youth conservation corps has nearly tripled from five community programs serving 210 kids on the Front Range to ten operations statewide serving over 620 youth.
-  Both Larimer and Weld County serve youth through the Youth Corps. Growing by 32% since 1999, the Larimer County Youth Corps currently serves over 121 youth. Weld County provides opportunities for nine youth, currently. Youth provide a range of services related to trail, park facility and habitat stewardship projects.
-  Six of the 30 local governments responding to the Local Government Survey use youth corps for maintenance and construction work, contributing 39 annual crew weeks.


Interpretation and Environmental Education

Interpretation Participation at State Parks in 2003


State Park	Personal Interpretation	Total Interpretation
Boyd	60	3,209
Lory	1,782	5,396
St. Vrain	303	303
Region Total	2,145	8,908

Source: Colorado State Parks, 2004.

Interpretation and Environmental Education creates a critical link between land managers and the public. Across Colorado, agencies are utilizing interpretation and education opportunities to help educate and inform visitors.

-  Of the 30 agencies in the North Front Range responding to the Local

Government Survey, six offer Interpretive or Outdoor Education programs to over 17,700 visitors.

-  Since 1931, the **Rocky Mountain Nature Association** (RMNA) has supported the education, preservation and research objectives of Rocky Mountain National Park (RMNP) through sales of educational and interpretive items in retail stores within RMNP, USFS offices, booths and the Ft. Collins Welcome Center. In 2003, RMNA Colorado-based revenues totaled \$1.1 million.

Grant Allocations

The following table is a summary of total grant allocations since each grant program's inception. Land and Water Conservation Fund (LWCF) grants are awarded by Colorado State Parks with authority from the National Park Service. Both Off-Highway Vehicles (OHV) and Recreation Trails Grants (Trails) are administered by Colorado State Parks. Conservation Trust Fund (CTF)

grants are a portion of lottery proceeds automatically distributed to local governments on the basis of population. Great Outdoors Colorado (GOCO) distributes proceeds from the Colorado Lottery in substantially equal portions over time among four broad recipient groups: wildlife, parks and recreation, open space, and local governments.

Grant information by County

County	GOCO grants total value	LWCF grants total value	OHV grants total value	Trails grants total value	CTF grants total value	County total
Larimer	\$20,508,028	\$5,907,077	\$67,400	\$164,000	\$27,816,051	\$54,462,556
Weld	\$2,244,101	\$689,002	\$142,630	\$833,600	\$20,175,425	\$24,084,758
Region Total	\$22,752,129	\$6,596,079	\$210,030	\$997,600	\$47,991,476	\$78,547,314

Local Government Issues and Needs

Conducted by Colorado State Parks, The Local Government Survey is a key part of the 2003 Outdoors Recreation Future statewide recreation plan update. The results from the survey will be a basis for determining the use of Colorado's LWCF allocations, a significant portion of which are used to fund local government parks and recreation facilities through a grants program administered by Colorado State Parks. The Local Government Survey is a crucial part of evaluating demand and supply for outdoor recreation resources by identifying needs and priorities of municipalities, counties, and special districts managing recreation. Comprehensive results and a list of jurisdictions that completed the survey, can be downloaded at www.parks.state.co.us

Ranked Priority NEEDS for Local Governments

LOCAL GOVERNMENT NEED	North Front Range Rank	Statewide Rank
Community trail system	1	1
Baseball and football fields	2	7
Acquisition of parklands	3	11
Acquisition of trail corridors and rights of way	4	5
Picnicking	5	2
Playgrounds	6	3
Acquisition of natural open space	7	8
Acquire water for recreation	8	14
Multi-purpose trails	9	4
Soccer fields	10	10
Hard surface (concrete or asphalt) trails	11	15
Trails connecting to public lands	12	6
Natural surface/crusher fine trails	13	13
Trails connecting to adjacent communities	14	12
Skateboard parks	15	16

N=30, Source: State Parks Local Govt. Survey, 2003.

systems" which ranks sixth biggest issue and "connecting communities to public lands with trail systems," which ranked 14th.

Other high priority needs include baseball and football fields and the acquisition of parklands, trail corridors and right of ways. Skateboard parks are an emerging trend for local governments.

The importance of trails in the North Front Range resonates in both the Issues and the Needs sections. A "community trail system" was the most significant need for the region, as well as in the state. This is also represented in the "completing community trail

Ranked Priority ISSUES for Local Governments

LOCAL GOVERNMENT ISSUE	North Front Range Rank	Statewide Rank
Insufficient resources to fund your agency's budget	1	1
Offer recreation programs for youth	2	5
Year to year stability of your agency's budget	3	2
Capacity to serve growing population	4	8
Liability protection for your agency	5	4
Need to create a dedicated funding source for acquisitions and facilities	6	12
Completing community trail systems	7	11
Need for visitor safety and protection	8	3
Vandalism	9	9
Access for people with disabilities	10	6
Provide public information about facilities and programs	11	10
Graffiti control	12	16
Coordination/cooperation with other outdoor recreation agencies	13	13
Connecting communities to public lands with trail systems	14	18
Recreation programs and opportunities for seniors	15	15

N=30

Source: State Parks Local Govt. Survey, 2003.

In the face of continuing population growth and constrained public agency budgets, pursuing collaborative strategies is a necessary aspect of providing quality outdoors experiences. Clearly, local government agencies in the North Front Range and across Colorado are seeing the effects of budget constraints. Two of the top three issues in the region all relate to budget concerns. And "Capacity to serve growing population" ranks fourth among local government concerns.

Inventory of Recreation Facilities Managed by Local Governments

Recreation Facility	North Front Range	Statewide
Public Parks	301	2,592
Acreage Public Parks	6,584	99,299
Open Space Areas	121	1,853
Acreage Open Space (fee title)	11,552	183,272
Acreage Open Space (easements)	8,320	92,789
Golf courses managed by your agency	14	75
Acreage Golf Courses	1307	11,090
Picnic Shelters	199	1,232
Playgrounds	164	1,528
Campsites	837	1,093
Miles of multiple use paved trails	123	1,507
Miles of multiple use gravel or soft surface trails	113	1,231
Miles of pedestrian only (hiking) trails	15	269

Source: State Parks Local Govt. Survey, 2003. N=30

Agency Characteristics

Characteristic	Summary of Responses	Percent of Respondents
Agencies offering Interpretive or Outdoor Education programs	5	6%
Number of people attending Interpretive or Outdoor Education programs annually	17,765	NA
Agencies using volunteers to provide visitor services	6	12%
Agencies using volunteers for maintenance or construction work	12	0%
Estimated annual volunteer hours	25,956	NA
Agencies utilizing youth conservation corps crews for maintenance or construction work	6	12%
Estimated total number of annual crew weeks	39	NA
Estimated total dollar value of capital improvements (such as land, facilities, trails) planned by agencies in the region for the five year period of 2003-08.	\$100,927,536	NA
Estimated dollar amount that can be funded by existing resources for proposed five year capital improvements	\$21,733,545	NA

Source: State Parks Local Govt. Survey, 2003. N= 30

With nearly \$101 million of planned capital improvements on local government lands, the North Front Range is preparing to meet the needs of an expanding population. However, only \$21.7 million of those improvements have an existing funding source, creating a \$79.3 million deficit.



Pre-Forum Participant Questionnaire

In order to facilitate the Forum's development of collaborative strategies, the invitees to the Forum meetings were asked to complete a Pre-Forum Participant Questionnaire. The questionnaire was structured to reflect the strategic issues and action frameworks that are featured in the statewide strategic outdoor recreation plan published by Colorado State Parks in 2004. Entitled *Colorado's Outdoor Recreation Future – Strategies for Colorado's Outdoors Heritage*, the statewide plan outlined action frameworks for six strategic issues.

In turn, the questions included in the Forum questionnaire were based on the specific actions outlined in the statewide plan. This approach was taken for two reasons:

1. To help establish a sense of priorities that North Front Range recreation and tourism leaders place on a broad range of outdoor recreation issues and on approaches to address them.
2. To assist in the facilitation of the Forum meetings by familiarizing participants beforehand with the major issues that statewide outdoor recreation and tourism experts had previously identified. This information was intended to be, in effect, a starting point for Forum participants, saving the time and effort of establishing the common ground that would otherwise have been necessary to the success of the Forum proceedings.

For each of six issues, Forum participants were asked to answer two types of questions:

- How effectively the needs of North Front Range Coloradans and visitors are currently being met, and;
- What level of priority should be placed on specific types of collaborative efforts among communities, public land agencies, non-profit organizations and outdoors-related businesses

Respondents were asked to rate the questions on a 1 (least important) to 5 (most important) basis, and averages were tallied to reflect a regional view of the six issues. The responses are summarized below. The full set of responses can be obtained from Colorado State Parks.

Questionnaire Results

A total of 16 responses were received from Forum participants. While the results cannot be represented as a statistically rigorous approach, responses were received from a good cross-section of the invitees, thus making the results reasonably informative.

Issue 1. Land protection strategies, including acquisitions and stewardship of public lands

Effectiveness at meeting needs of North Front Range Coloradans and visitors:

- Moderate rating for open space acquisitions and stewardship of public lands

Importance of specific proposed action strategies:

- High priority for completing inventories of parks, trails, open space, fish and wildlife habitat and cultural heritage sites and for prioritizing future acquisitions of specific sites
- High priority for collaborative investments in acquisitions
- Moderate support for visitor and resident surveys to help prioritize types of settings to be preserved

Issue 2. Investing in outdoor recreation facilities and programs to serve community and visitor needs

Effectiveness at meeting needs of North Front Range Coloradans and visitors:

- Moderate rating for backcountry areas, large regional parks, and rivers
- Good rating for community trails and parks

Importance of specific proposed action strategies:

- High priority for partnerships with state and congressional funding sources

- High priority for private sector financing through community development approval processes
- Moderate support for regional partnerships on large recreation complexes and for private sector sponsorships

3. Information for and marketing to citizens and visitors

Effectiveness at meeting needs of North Front Range Coloradans and visitors:

- Moderate ratings for efficient and user friendly ways for people to access information and for collaborative marketing of recreation opportunities

Importance of specific proposed action strategies:

- High priorities for a regional marketing network, and for utilizing a centralized website describing the diversity of outdoor sites in order to spread use among the entire diverse range of sites
- Moderate support for unified reservation systems among public and private recreation providers

4. Citizen engagement in resource stewardship through volunteerism, outdoors education and youth corps

Effectiveness at meeting needs of North Front Range Coloradans and visitors:

- Good rating for opportunities for citizens to volunteer on community and public lands stewardship projects
- Moderate rating for youth outreach efforts to sustain a public outdoors stewardship ethic

Importance of specific proposed action strategies:

- High priorities for integrating outdoor education and community outdoor service projects into school curricula and for promoting regional youth conservation corps for paid service projects
- Relatively high ratings for centralized information about volunteer opportunities and for coordinated marketing efforts to promote citizen engagement

5. Infrastructure to accommodate citizens and visitors - roads, public transportation and safety services

Effectiveness at meeting needs of North Front Range Coloradans and visitors:

- Moderate ratings for emergency medical/rescue services, public lands travel management plans and access to recreation sites from transportation networks
- Low rating for law enforcement capability on public lands and trail uses

Importance of specific proposed action strategies:

- High priorities for integration of trail networks across agency boundaries, increased law enforcement capabilities, increased search and rescue and emergency medical services, and improvement of mountain pass recreation site access
- More moderate priorities for development of intermodal transportation networks and for addressing outdoor recreation in CDOT regional planning processes

6. Heritage tourism linkages among outdoor recreation and cultural sites

Effectiveness at meeting needs of North Front Range Coloradans and visitors:

- Moderate rating for integrating visits to recreation attractions along with visits to historic and cultural attractions

Importance of specific proposed action strategies:

- Nearly equally high priorities for development of regional tours, websites, regional marketing that integrate outdoor and cultural site visits and for improvement of Scenic and Historic Byways

REGIONAL FORUM CONTACT LIST

Name	Organization/Title	Street Address	City	State	Zip	Phone	Email
Government Officials							
John Baudek	Estes Park Mayor	355 Park View Lane	Estes Park	CO	80517	970-586-4439	JOBANDS@aol.com
Randy Repola	Asst. Town Administrator, Town of Estes Park	PO Box 1200	Estes Park	CO	80517	970-577-3701	rrepola@estes.org
John Pantaleo	Public Information Officer, City of Greeley	1000 10th Street	Greeley	CO	80631	970-350-9702	pantalej@ci.greeley.co.us
Leonard Wiest	City Manager, City of Greeley	1000 10th Street	Greeley	CO	80631	970-350-9770	wiestl@ci.greeley.co.us
Mike Giele	Weld County Commissioner	915 Tenth Street P. O. Box 758	Greeley	CO	80632	970-336-7204	mgeile@co.weld.co.us
Kathy Rennels	Larimer County Commissioner	200 W. Oak St. 2nd Floor PO Box 1190	Ft. Collins	CO	80522-1190	970-498-7001	krennels@larimer.org
Donna Hart	Larimer County Commission Office	P.O. Box 1190	Ft. Collins	CO	80522-1190	970-498-7012	dhart@larimer.org
Deni La Rue	Community Information Mgr., Larimer County	200 W. Oak St. 2nd Floor PO Box 1190	Ft. Collins	CO	80522-1190	970-498-7000	larueds@co.larimer.co.us
Jim White	Berthoud Manager	328 Massachusetts Ave. PO Box 1229	Berthoud	CO	80513	970-532-2643	
Milan Karspeck	Berthoud Mayor	706 8th St. PO Box 1362	Berthoud	CO	80513	970-532-2643	
John Fischbach	Ft. Collins City Manager	PO Box 580	Ft. Collins	CO	80522-0580	970-221-6505	
Ray Martinez	Ft. Collins Mayor	P. O. Box 580	Ft. Collins	CO	80522-0580	970-221-6878	
Don Williams	Loveland City Manager	500 E. Third St.	Loveland	CO	80537	970-962-2303	
Larry Walsh	Loveland Mayor	500 E. Third St.	Loveland	CO	80537	970-962-2303	
Julia Pirnack	Longmont Mayor	350 Kimbark St.	Longmont	CO	80501	303-651-8601	juliapirnacklg@earthlink.net
Gordon Pedrow	Longmont City Manager	350 Kimbark St.	Longmont	CO	80501	303-776-6050	
Michael Simone	Firestone Mayor	151 Grant Ave. PO Box 100	Firestone	CO	80520	303-833-3291	msimone@ci.firestone.co.us
Richard Wyatt	Frederick Mayor	401 Locust St.	Frederick	CO	80530	303 833-2388	

David Owen	State Representative	200 E. Colfax, Room 271	Denver	CO	80203		
Angie Paccione	State Representative, Dist. 53	200 E. Colfax, Room 271	Denver	CO	80203	303-866-2917	angie.paccione.house@state.co.us
Kevin Lundberg	State Representative, Dist. 49	200 E. Colfax, Room 271	Denver	CO	80203	303-866-2907	kevin@kevinlundberg.com
Steve Johnson	State Senator, Dist. 15	200 E. Colfax, Room 271	Denver	CO	80203	303-866-4853	steve.johnson.senate@state.co.us
Peggy Reeves	State Senator, Dist. 14	200 E. 14th Ave 3rd Floor	Denver	CO	80203	303-866-4841	peggy.reeves.senate@state.co.us
Government Agencies							
Don Bruns	BLM	2850 Youngfield Street	Lakewood	CO	80215		
Ellen Hodges	District Ranger, Canyon Lakes Ranger District	Canyon Lakes Ranger District 1311 S. College Ave.	Ft. Collins	CO	80524	970-498-2770	
Roger Tarum	USFS Arapaho Roosevelt NF	240 W. Prospect Rd.	Ft. Collins	CO	80526	970-498-1202	rtarum@fs.fed.us
Jim Cuthbertson	USFS Arapaho Roosevelt NF	240 W. Prospect Rd.	Ft. Collins	CO	80526	970-494-2721	jcuthber@fs.fed.us
Karla Harding	Co. Department of Transportation	1420 2nd Street	Greeley	CO	80631	970-350-2103	karla.harding@dot.state.co.us
Myron Hora	CDOT	1420 2nd Street	Greeley	CO	80631	970-350-2263	myron.hora@dot.state.co.us
Larry Haas	Co. Department of Transportation	1420 2nd Street	Greeley	CO	80631	970-350-2143	
Curtis Talley	SLB, Weld County Rep.	1220 11th Ave. Suite 302	Greeley	CO	80631	970-352-3038	curtis.talley@state.co.us
Larry Routten	SLB, Front Range Rep.	1313 Sherman St. #621	Denver	CO	80203	303-866-3771	larry.routten@state.co.us
Gary Buffington	Larimer Cty. Parks & Open Lands	1800 S. County Rd. 31	Loveland	CO	80537	970-679-4560	gbuffington@larimer.org
Dan Rieves	Larimer Cty. Parks & Open Lands	1800 S. County Rd. 31	Loveland	CO	80537	970-679-4555	drieves@larimer.org
Gary Havener	Loveland Parks, Rec, Natural Areas	500 E. 3rd	Loveland	CO	80537	970-962-2456	haveng@ci.loveland.co.us

Keven Aggers	Loveland Parks, Rec, Natural Areas	500 E. 3rd	Loveland	CO	80537	970-962-2449	aggerk@ci.loveland..co.us
Monica Daniels Mika	Weld County Planning Department	1555 N. 17th Ave.	Greeley	CO	80634	970-353-6100x3540	mmika@co.weld.co.us
Michelle Katryniuk	Weld County Planning Department	1555 N. 17th Ave.	Greeley	CO	80634	970-353-6100x3540	
Don Bessler	City of Longmont	350 Kimbark Street	Longmont	CO	80501	303-651-8782	don.bessler@ci.longmont.co.us
Dan Wolford	Longmont Parks and Open Space	747 Coffman Street	Longmont	CO	80501	303-774-4691	dan.wolford@ci.longmont.co.us
Stan Gengler	Estes Valley Recreation & Park District	P.O. Box 1379	Estes Park	CO	80517	970-586-8191	sgengler@EVRPD.com
Marty Heffernan	Ft. Collins Parks & Recreation	214 N. Howes St.	Ft. Collins	CO	80521	970-224-6064	mheffernan@fcgov.com
Craig Foreman	Ft. Collins Parks & Recreation	215 N. Mason	Ft. Collins	CO	80524	970-221-6618	cforeman@fcgov.com
Bridget Dalrymple	Town of Firestone	151 Grant St. P.O. Box 100	Firestone	CO	80520	303-833-3291	bdalrymple@ci.firestone.co.us
Sharon Falcone	Town of Firestone, Trustee/Parks Commissioner	151 Grant St. P.O. Box 100	Firestone	CO	80520	303-833-3291	sfalcone@ci.firestone.co.us
Karen Scopel	City of Greeley Planning Dept./Poudre River Trail	1100 10th Street, #202	Greeley	CO	80631	970-350-9783	scopelk@ci.greeley.co.us
Tom Welch	Greeley Island Grove Regional Park	501 N. 14th Ave.	Greeley	CO	80631	970-350-9522	welcht@ci.greeley.co.us
Paul Cruz	Arapaho Roosevelt Natl Forest	240 W. Prospect Rd.	Ft. Collins	CO	80526	970-494-2725	pecruz@fs.fed.us
Kyle Patterson	Rocky Mountain Natl Park	1000 U.S. Hwy. 36	Estes Park	CO	80517	970-586-1363	kyle_patterson@nps.gov
Susan Boyle	National Park Service Poudre River Corridor	1201 Oak Ridge Dr.	Ft. Collins	CO	80525	970-225-3565	susan_boyle@nps.gov
Dave Giger	Colorado State Parks	1313 Sherman St. #618	Denver	CO	80203	303-866-3203	david.giger@state.co.us
Jim Goodyear	Colorado Division of Wildlife Northeast Reg.	317 W. Prospect	Ft. Collins	CO	80526	970-472-4306	jim.goodyear@state.co.us

Dave Clarkson	Colorado Division of Wildlife Northeast Reg.	317 W. Prospect	Ft. Collins	CO	80526	970-416-3366	dave.clarkson@state.co.us
Lisa Evans	Colorado Division of Wildlife Northeast Reg.	317 W. Prospect	Ft. Collins	CO	80526	970-472-4343	lisa.evans@state.co.us
Don Sandoval	Department of Local Affairs	150 E. 29th St. Ste. 215	Loveland	CO	80538	970-679-4501	don.sandoval@state.co.us
John Bustos	USFS	Canyon Lakes Ranger District 1311 S. College Ave.			80524	970-498-1357	jbustos@fs.fed.us
Brett Bruyere	CSU Environmental Learning Center	3745 East Prospect Road #205	Ft. Collins	CO	80525	970-491-1661	
Don Davis	Larimer Cty. Search and Rescue	1303 N Shields St.	Ft. Collins	CO	80524	970-498-5314	icsar@co.larimer.co.us
Brian Werner	NCWCD			CO			bwerner@ncwcd.org
Nicole Stelzer	NCWCD	220 Water Ave	Berthoud	CO	80513	970-622-2277	nseltzer@ncwcd.org
Vic Grizzle	US BOR	11056 W. County Rd. 18-E	Loveland	CO	80537-9711	(970) 962-4366	vgizzle@gp.usbr.gov
Tourism							
Rich Harter	Ft. Collins Convention & Visitors Bureau	3745 E. Prospect Rd.	Ft. Collins	CO	80525	970-491-2278	rharter@ftcollins.com
Tom Pickering	Town of Estes Park	P.O. Box 1200	Estes Park	CO	80517	970-577-3733	tpickering@estes.org
Kathy Palmeri	Yogi Bear's Jellystone Park of Estes	5495 U.S. Hwy. 36	Estes Park	CO	80517	970-586-4230	kathy@jellystoneofestes.com
Deeva Boleman	Director, Estes Park Chamber of Commerce	500 Big Thompson Ave	Estes Park	CO	80517	970-586-3543	director@estesparkresort.com
Sarah MacQuiddy	Greeley Convention and Visitors Bureau	902 7th Ave.	Greeley	CO	80631	970-352-3567 x113	sarah@greeleycvb.com
Heather Clark	Ft. Collins Welcome Center	3745 E. Prospect Rd Suite 105	Ft. Collins	CO	80525	970-491-3583	welcomecenter@ftcollins.com

Heritage							
Howard Alden	Poudre Heritage Alliance	1100 10th St., Suite 401	Greeley	CO	80631	970-482-0983; 970-350-9755	hald22234@aol.com
Susan Boyle	NPS/Cache La Poudre River Corridor	1201 Oak Ridge Drive	Ft. Collins	CO	80525	970-225-3565	Susan_Boyle@nps.gov
Rick Brady	Greeley City Attorney/Chair, Cache La Poudre Heritage Area						
Businesses							
Jerry Brown	Manager, Ft. Collins Golf Courses	215 N. Mason 3rd Floor PO Box 80522	Ft. Collins	CO	80522	970-221-6350	
Amy Brannan	Manager, REI	4025 S. College	Ft. Collins	CO	80525	970-223-0123	abranna@rei.com
Brian Walsh	Special Events Coordinator, REI	4025 S. College	Ft. Collins	CO	80525	970-223-0123	brwalsh@rei.com
Barry Schiebel	Lee's Cyclery and Fitness	931 E. Harmony Rd	Ft. Collins	CO	80525	970-226-6006	Info@LeesCyclery.com
Deb Harrison	Anheuser-Busch Brewery Tours	2351 Busch Drive	Ft. Collins	CO	80524	970-490-4691	
Bill Beymer	Anheuser-Busch Brewery Tours	2351 Busch Drive	Ft. Collins	CO	80524	970-490-4692	
Kim Jordan	New Belgium Brewing Company	500 Linden Street	Ft. Collins	CO	80524	1-888-NBB-4044	
Judy Steenek	Centennial Travelers	PO Box 1416	Ft. Collins	CO	80522	800-223-0675	centours@aol.com
Sandi Elliott	Centennial Travelers	1532 E. Mulberry, Ste. 6	Ft. Collins	CO	80524	970-484-4988	centours@aol.com
Su Compton	NA Charters	779 Tech Center Dr				970-375-7790	su@na-charters.com
Gary Schluter	Rocky Mountain Holiday Tours	PO Box 2063	Ft. Collins	CO	80522	1-800-237-7211	rmhtours@worldnet.att.net
Rick Smith	Ft. Collins Marriott	350 E Horsetooth Rd	Ft. Collins	CO	80525	970-226-5200	
Charles Inman	Ft. Collins Marriott	350 E. Horsetooth Rd	Ft. Collins	CO	80525	970-226-9704	charlesinman@marriott.com

Lewis Cota	Bob Scott RV's Inc.	7307 SW Frontage Rd	Ft. Collins	CO	80528	970-223-0955	
Mike Fagan	Loveland Sportsman's Warehouse	1675 Rocky Mtn Ave	Loveland	CO	80538	970-461-5000	
Shane Butterfield	Executive Director, Educo Colorado	619 S. College Ave. Suite 16	Ft. Collins	CO	80524	970-494-0785	info@educocolorado.org
Ken Nichols	Educo Colorado	619 S. College Ave. Suite 16	Ft. Collins	CO	80524	970-494-0785	ken@educocolorado.org
Bill Van Eron	Confluence Communications	712 Garfield Street	Ft. Collins	CO	80524	970-221-0751	bvaneron@confluencecomm.com
Dave Perry	Confluence Communications	712 Garfield Street	Ft. Collins	CO	80524	970-221-0751	dperry@confluencecomm.com
Non-Profits							
Gary Sprung	International Mountain Bike Assoc	P.O. Box 7578	Boulder	CO	80306	303-545-9011	gary@imba.com
Curt Buchholtz	Rocky Mountain Nature Assoc.	P.O. Box 3100	Estes Park	CO	80517	970-586-0108	curtb@rmna.org
Diane Gansauer	Great Outdoors Colorado	1600 Broadway, Ste. 1650	Denver	CO	80202	303-226-4520	dgansauer@goco.org
Doug Robotham	Trust for Public Land	1410 Grant Street, Suite D-210	Denver	CO	80203	303-837-1414	doug.robatham@tpl.org
Lise Aangeenbrug	Colorado Conservation Trust	2334 Broadway, Suite A	Boulder	CO	80304	720-565-8289	liseaa@coct.org
Heather Knight	The Nature Conservancy	117 E. Mountain Ave. Ste. 201	Ft. Collins	CO	80524		
Greg Gamble	The Nature Conservancy	117 E. Mountain Ave. Ste. 201	Ft. Collins	CO	80524	970-498-0180	ggamble@tnc.org
Rick Brady	Poudre Heritage Area	1100 10th Street #401	Greeley	CO	80631	970-350-9757	
Phil Friedman	The Audubon Society	P.O. Box 271968	Ft. Collins	CO	80527-1968		phifri@frie.com

Randy Fischer	Sierra Club Poudre Canyon Group	P.O. Box 20	Ft. Collins	CO	80522	970-226-5383	
Phil Cafaro	Sierra Club/CSU	Dept. of Philosophy Colorado State University	Ft. Collins	CO	80523	970-491-4900	cafaro@lamar.colostate.edu
Ron Splittgerber	Diamond Peaks Mtn Bike Patrol	PO Box 251	Timnath	CO	80547	970-568-4201	info@diamondpeakspatrol.org
Renee Rondeau	Colorado Natural Heritage Program	Colorado State University 8002 Campus Delivery	Ft. Collins	CO	80523-8002		rjr@lamar.colostate.edu
Paul Fromme	Rocky Mountain Flycasters/Trot Unlimited	518 Saturn Dr.	Ft. Collins	CO	80525	970-282-9387	p_pfromme@worldnet.att.net
Garin VanDeMark	Poudre Wilderness Volunteers	P.O. Box 271921	Ft. Collins	CO	80527	970-498-2776	clrdvol@frii.com
Ted Long	Weld County Youth Conservation Corps	PO Box 1805	Greeley	CO	80632	970-353-3800 ext 3413	tlong@co.weld.co.us
Jay Molock	WCYCC/Ameri corps	1551 N 17th Avenue	Greeley	CO	80631	970-353-3800 x 3413	jmolock@co.weld.co.us
Dena Jardine	Larimer County Youth Conservation Corps	200 West Oak, Suite 500 PO Box 2367	Ft. Collins	CO	80522-2367	970-498-6623	djardine@larimer.org
	Poudre River Trust	PO Box 474	Ft. Collins	CO	80522		
David Peri	Colorado Campground and Lodging Owners Association	859 Roxwood Lane	Boulder	CO	80303		
Bob Meulengracht	Mule Deer Foundation	P.O. Box 16728	Golden	CO	80402	303-384-0103	meulengracht@muledeer.org
Art Wilcox	Ft. Collins Welcome Ctr	916 E. Pitkin	Ft. Collins	CO	80524	970-484-5773	
Patricia Waak	Executive Director, High Plains Environmental Center	1854 Piney River Drive	Loveland	CO	80538	970.622.9676	
Silja Knoll	High Plains Environmental Center	1854 Piney River Drive	Loveland	CO	80538	970-622-9676	silja@suburbitat.org

Steve Ryder	Legacy Land Trust	214 S College Ave Ste 200	Ft. Collins	CO	80524	970-266-1711	llt@frie.com
Rene Waters	COHVCO	1872 36 Ave Ct	Greeley	CO	80634	970-330-3166	RRH2OS@aol.com
Education							
Glenn Haas	Colorado State University	College of Natural Resources Environmental Learning Center	Ft. Collins	CO	80523	970-491-5126	glenn@cnr.colostate.edu
Ken Nichols	Educo Adventure School	619 S. College Ave.	Ft. Collins	CO	80524	970-494-0788	ken@educocolorado.com

